



Motivating Employers to Empower Employees: Effective Strategies for Employee Engagement

Presentation by
Lori Smith

Engagement Defined

“To obtain and *hold the attention of*”

Employees-

Engaged: work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

Not Engaged: essentially “checked out”; are sleepwalking through their workday, putting time – but not energy or passion – into their work.

Source: Gallup Management Study: “Engaged Employees Inspire Company Innovation”

Engagement in Wellness

- Individuals participate in *meaningful* ways so they ultimately make positive behavior changes to improve their health and productivity.

Source: Gallup Management Study: “Engaged Employees Inspire Company Innovation”

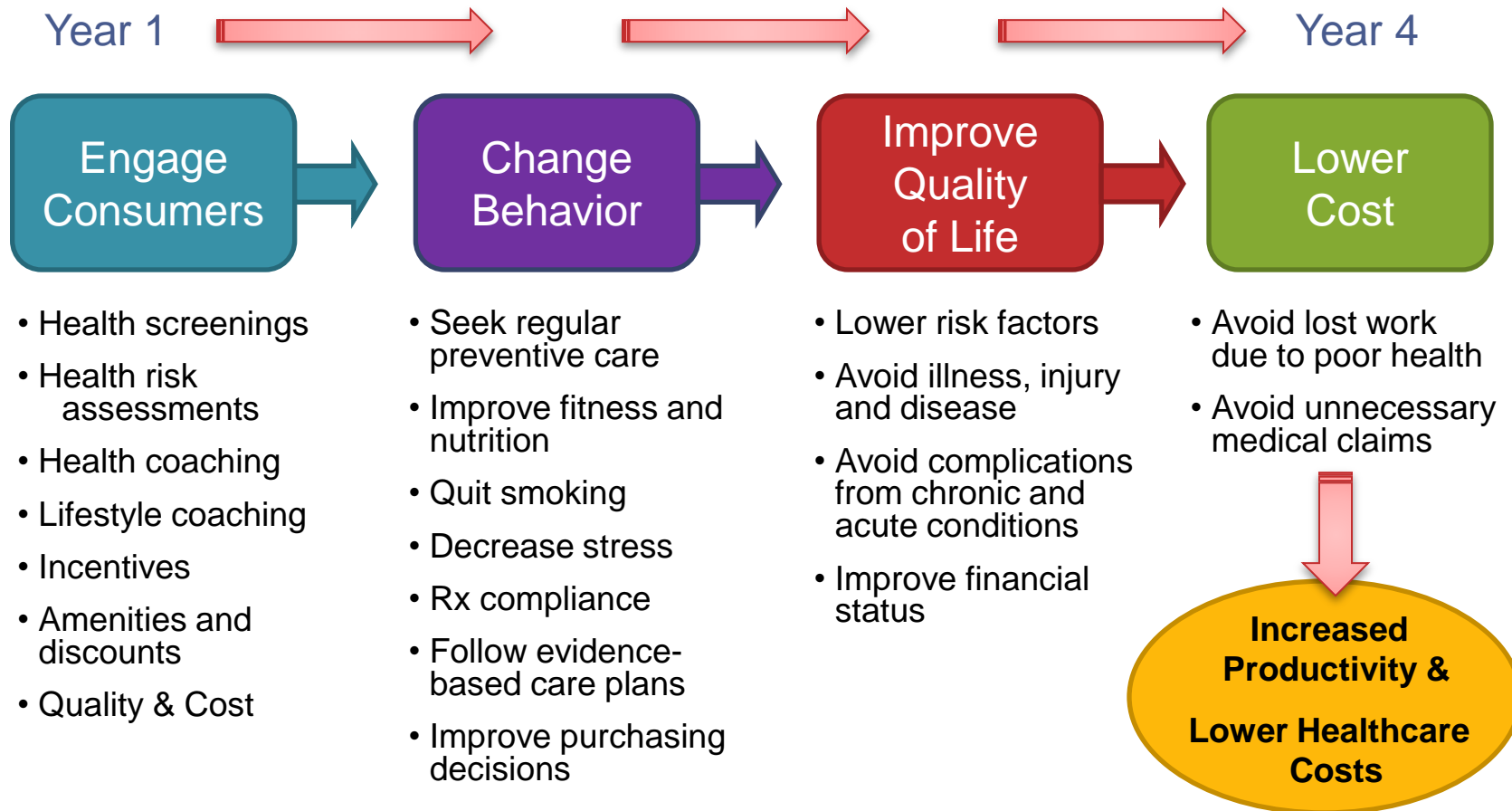
Wellness Strategy Framework

Awareness	Participation	Adherence
Are employees well versed on the wellness initiatives? And any related incentives?	Are employees involved in the programs actively participating in healthy activities?	Are employees engaged and sustaining or improving behaviors?
Do they understand what steps they need to stay – or get – well?	Is the program reaching for a level of sustainability?	Has the organization to a culture of wellness? Showing a return on investment?

Source: Fidelity Benefits Consulting, March 2011

It Starts with Engagement

Moving the individual from a passive role to an informed and active participant



Empowering Employers to Motivate Employees

I challenge you to think about employee engagement with two separate parts:

- Individual Motivation/Needs
- Organizational Strategies/Support

Individual Motivation and Needs

Individuals: We Need to Get Them on the Wellness Bus



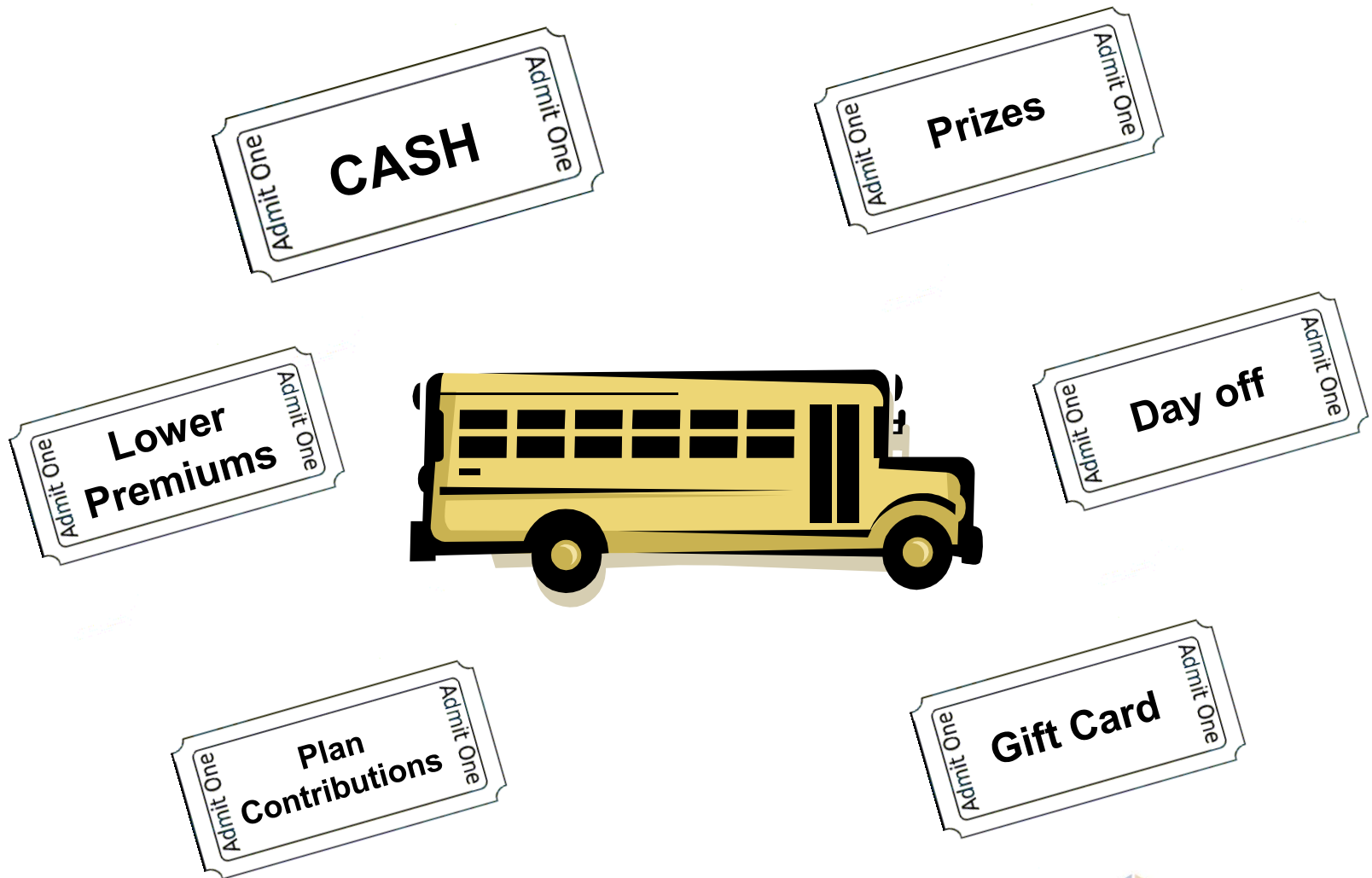
Awareness: The Questions We Need to Ask Employees

- What do they want in wellness?
- Do they have a voice in the process?
- What do they value most?
- What motivates them?
- What are their barriers?
- Do they feel supported in their efforts?
- How should we communicate?



Participation

Incentives: Intrinsic vs. Extrinsic



The Challenge: Keeping Them on the Bus



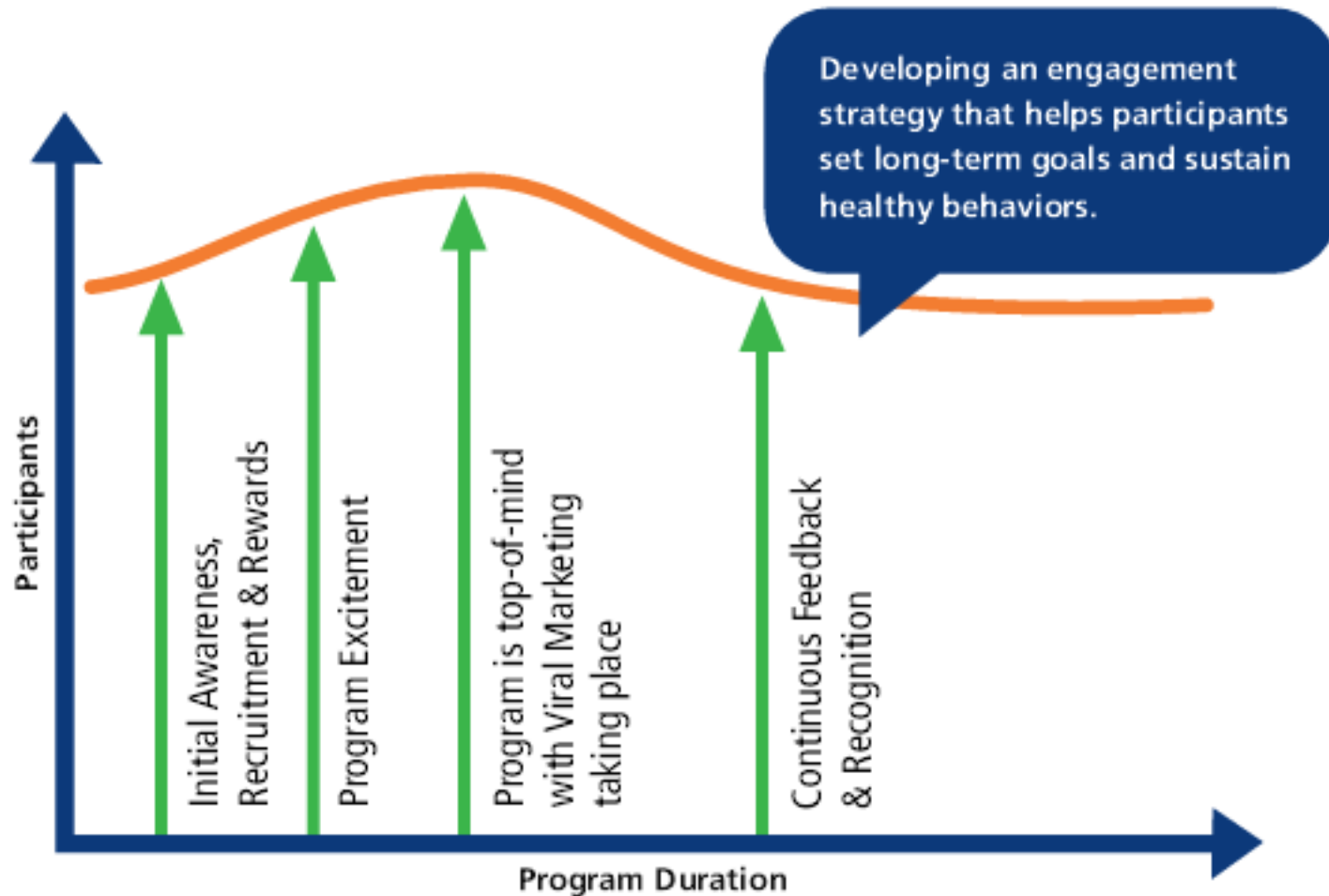
Initial Participation vs Ongoing Engagement: Using Incentives for Participation Only



Source: "Motivating and Sustaining Wellness Program Participation to Improve Health Outcomes"
Mindy McGrath, Division Vice President, Healthcare Sector, Maritz

Initial Participation vs Ongoing Engagement:

Using Incentives for Long-Term Behavior Change



Source: "Motivating and Sustaining Wellness Program Participation to Improve Health Outcomes"
Mindy McGrath, Division Vice President, Healthcare Sector, Maritz

Types of Motivation

Intrinsic Motivation:

People doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself (Gagne & Deci, 2005)

Extrinsic Motivation:

People are driven to do something due to pressure or tangible rewards rather than for the fun or interest of it (Petri, 1991)

Source: Dr. Rosie Ward Presentation, March 2010

Fostering Intrinsic Motivation

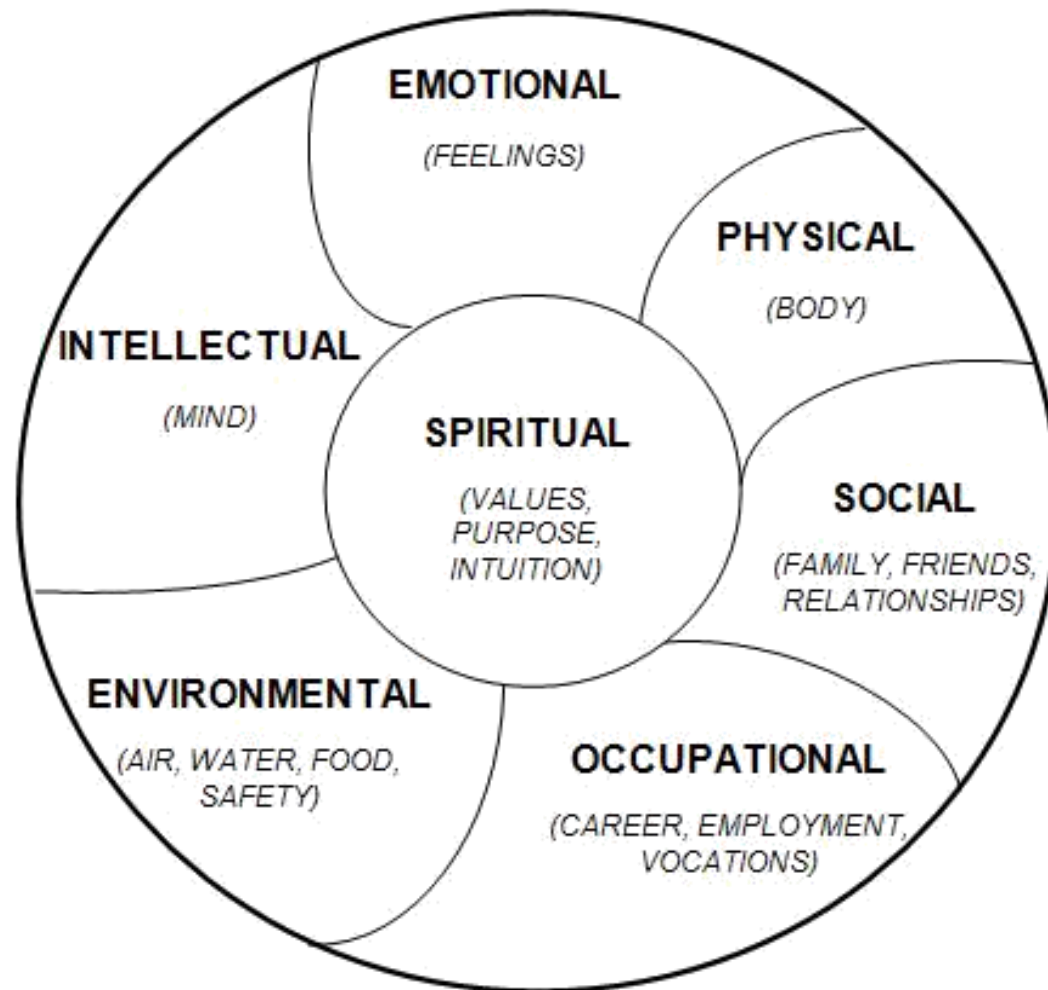
- Having goals and rewards that are meaningful to people
- Having learning/activity that is important to people
- When learning/activity helps people obtain valued accomplishments
- When learning/activity helps people integrate themselves with the world, with others, and promotes self awareness

Source: Dr. Rosie Ward Presentation, March 2010

Focus Groups: Beyond the Interest Survey

- What does wellness mean to you?
- What does it mean to be healthy?
- Are these the same/different?
- Do you feel supported to be healthy?
- What are the main barriers to participate?
- What programs would you like to see?

Intrinsic Incentives: Understanding Employee Values for Wellbeing



Beyond Focus Groups: Let's Learn More

- Interests and Needs Surveys
- Health Assessments
- Cultural Assessments
- Wellness Teams
- Wellness Champions
- Informational Sessions
- Safety Meetings



Understanding Behavior Change

Pre-contemplation

Contemplation

Preparation

Action

Maintenance



“Positive reinforcements
can accelerate this
process”

WELCOA 2009



Hickok & Boardman
GROUP BENEFITS

Organizational Strategies and Environmental Support



Organizational Responsibilities:

- Wellness Planning
- Appropriate Initiatives
- Leadership support
- Workplace Culture
- Policies and Procedures
- Environmental Awareness
- Integration with Safety/EAP
- Effective Communication



Hickok and Boardman GBFP

Goal and Objectives - The Blueprint

GOALS	OBJECTIVES	INITIATIVES	OUTCOME MEASURES	PERSON(S) RESPONSIBLE
Improve Wellness Culture	Strive for a workplace culture that supports employees' efforts to be healthy and well.	<ul style="list-style-type: none"> • Education on wellness culture • Employee education • Leadership/team trainings • Establish norm goals • Health screenings • Conference room 	<ul style="list-style-type: none"> • Culture survey • Satisfaction survey • Environmental assessment • Participation 	
Team Building	Use wellness programs and initiatives to help our companies perform like a team.	<ul style="list-style-type: none"> • Fundraising walks • Bowling • Skiing at night at United Way wellness activities • Dragon Boat • Walks at lunch 	<ul style="list-style-type: none"> • Participation Survey 	
Improve Physical Activity	Present physical activity campaigns to help improve fitness levels and have fun.	<ul style="list-style-type: none"> • PATH Adventures • Lunch walks • BCBS Walk at Lunch 	<ul style="list-style-type: none"> • Participation • Behavior changes 	
Improve Nutrition/ Weight Management	Help employees learn about how good nutrition is the key to high performance.	<ul style="list-style-type: none"> • VTrim • Limit soda consumption • Seminar in food and energy • Healthy breakfasts 	<ul style="list-style-type: none"> • Participation • Behavior changes 	

Hickok and Boardman 2011 Wellness Timeline and Action Plan

March

PATH Introduction and Adventures Sign-Up

Please go to www.ToMyPATH.com/hbgb

Sign-Ups for the CSA

Promote use of “Green Room”

April

April 4th **PATH Trek the Himalayas** kick-off

April 27th BCBSVT Walk at Lunch Day

July/August

Peer Coaching with PATH

Walks at Lunch to Oakledge Park

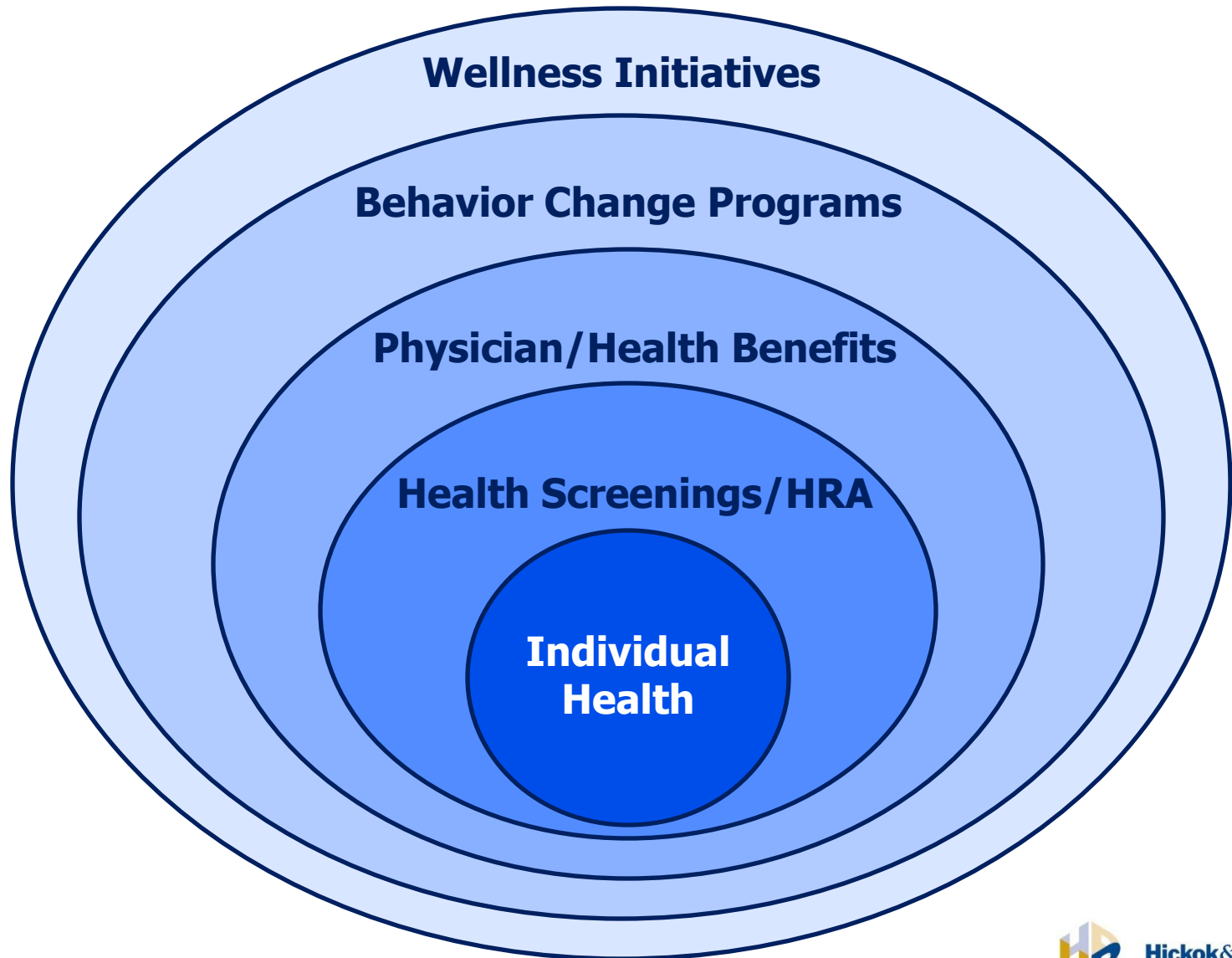
September

Onsite Health Screenings

PATH Healthy Life Survey

Other Initiatives: Wednesdays Walk at Lunch, Healthy Breakfast Options, CSA, Prizes and Awards, Fundraising Walks, Vtrim classes .

Health Management Model: Health is the First Step



HRA Participation Rates

*Employers that set formal EHM targets
report better results*

	Have Set Target	No Formal target
Average HRA participation rate	62%	38%
Reported “significant improvement” in health risk	31%	5%
Reported “substantial impact” on medical trend	28%	6%

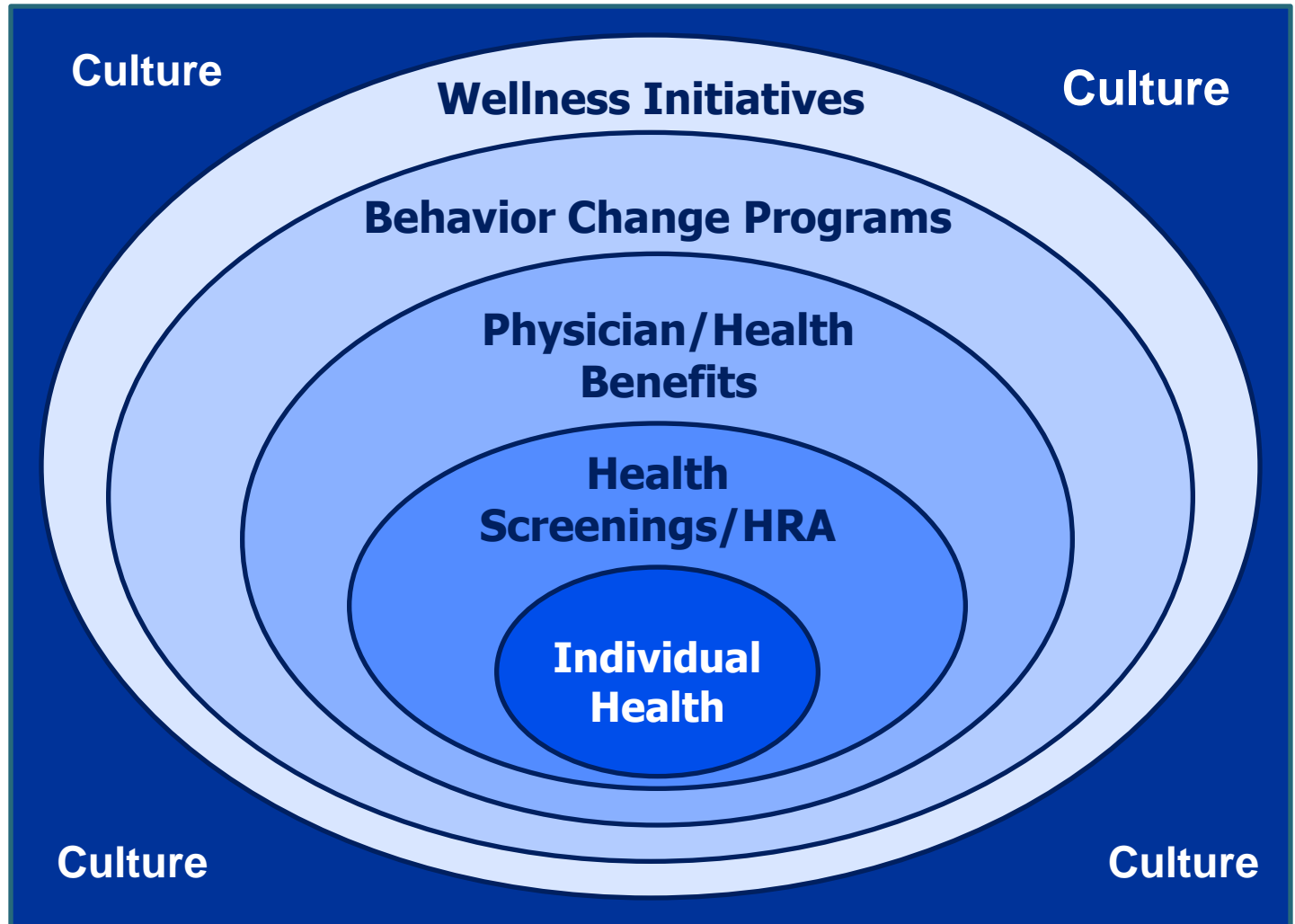
Source: HERO/Mercer Best Practice Score Card and Report 2010

The Importance Of Culture

Lasting Success = Individual Initiative + Environmental Support



Shifting Our Approach



Environmental Awareness:

- Policies and Procedures
- Food Policies
- Tobacco Policies
- **Become an “ergonomist” of wellness!**

Definition: Ergonomics is the science of work. Ergonomics derives from two Greek words: *ergon*, meaning work, and *nomoi*, meaning natural laws. Combined they create a word that means the science of work and a person's relationship to that work



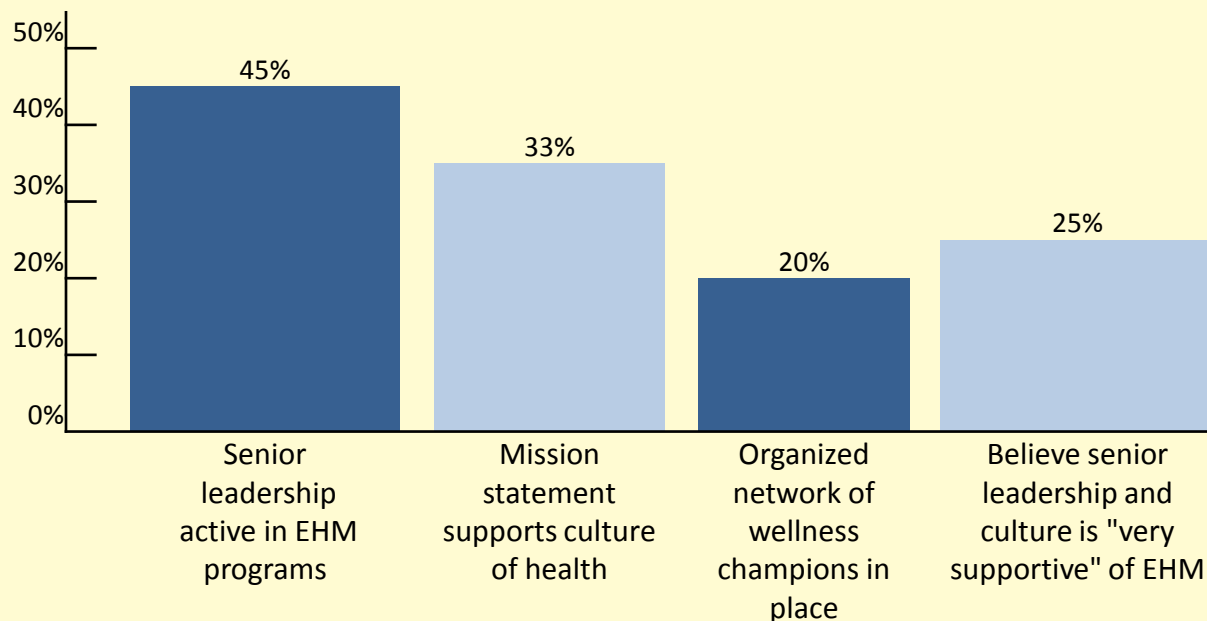
Leadership Support



- Modeling of behaviors top down
- Supervisors/management are committed to a healthy culture
- Leaders/managers are coached and trained
- Budget year after year
- Be clear what you need from them and just ask them

Leadership Support:

Room for improvement in leadership engagement in EHM



Source: HERO/Mercer Best Practice Score Card and Report 2010

Adherence: Sustaining Employee Engagement

- Exercise patience
- Cultural Shift- Wellness is what we do.
- The easiest choice is the healthy choice
- Leadership support
- Celebrating successes
- Stay on the message
- Peer support
- Goal setting
- “Bringing it Home”

Wellness is a Journey



EDWARD OULLARD,
KILKENNY, IRELAND



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GROUP BENEFITS

Engaging Family Members

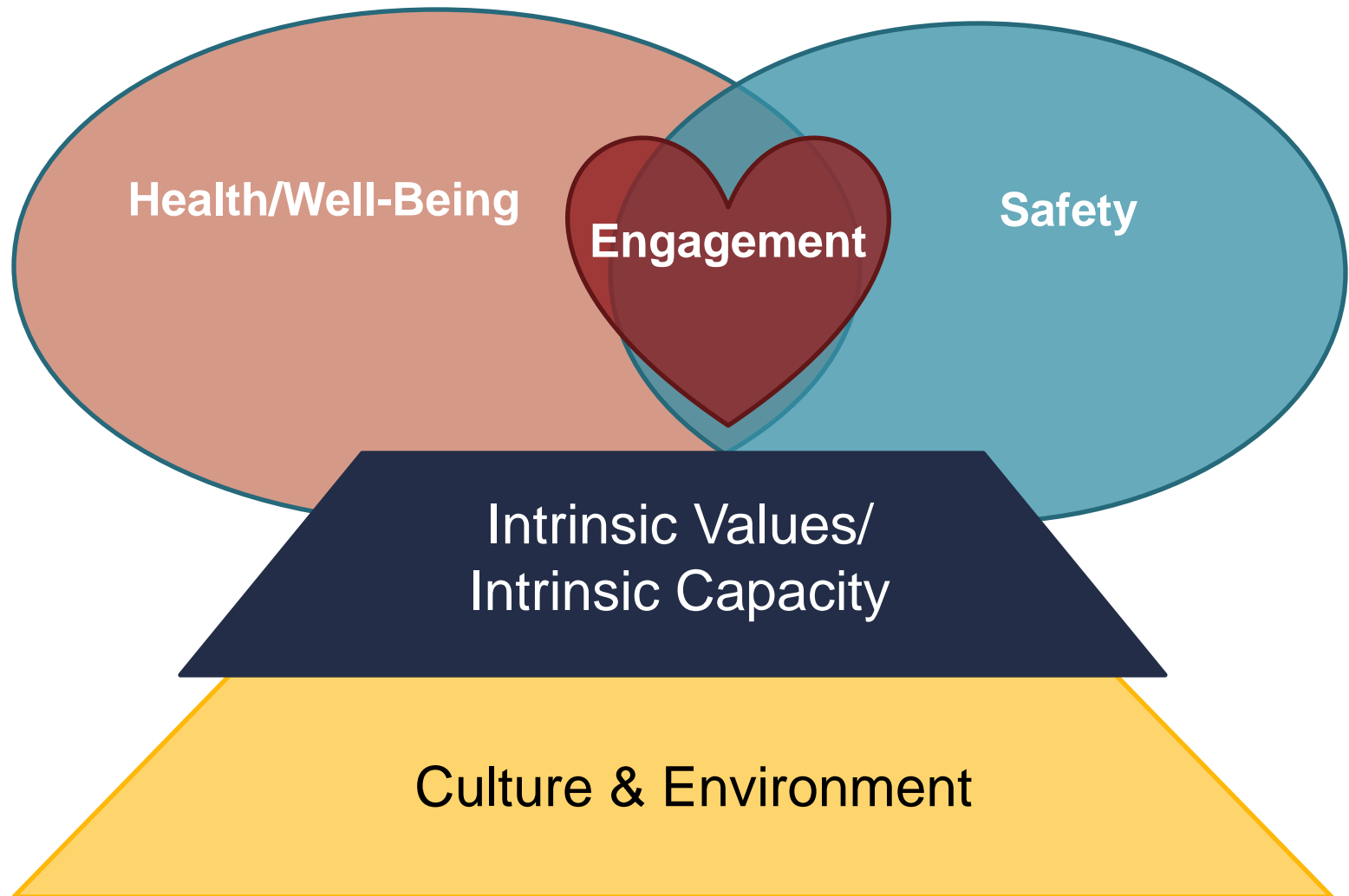
- Family incentives
- Education to family members
- “Bringing it Home” Dr. Judd Allen’s work
- Newsletters
- Web tools
- Health Plan



Measuring Engagement Rates

- Participation Rates
- Satisfaction Survey
- Wellness Culture Survey
- Risk Reduction (HRA)
- Medical Trend

Framework for Success



A Bunch Of Happy, Healthy Employees!



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Presentation:

<http://healthvermont.gov/family/fit/worksitewellness.aspx>

Resources:

- VT Dept. of Health: www.healthvermont.gov
Toolkit: <http://healthvermont.gov/family/fit/worksitewellness.aspx#tool>
- Wellness Councils of America: www.Welcoa.org
- Dr Judd Allen: www.healthyculture.com
- Larry Chapman: www.nationalwellness.org
- Dr. Rosie Ward: www.salveopartners.com
- HERO: www.thehero.org/scorecard
(www.thehero.org/scorecard_folder/2010_annual%20report.pdf)
- 2010 Health Care Cost Survey: www.towerswatson.com